

**Degree in Business Administration**

**Plan de marketing empresa Puleva 2021/2022**

**Figure 1: Puleva's Logo**



Source: Puelva's website

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# 1. EXECUTIVE SUMMARY

Puleva is a Milk Company with a philosophy and values that differentiates it from other Milk companies, since all their products are made with the best quality measures and taking care of the environment in all their procedures and decisions in the production and distribution of their products.

In recent years, it has perceived an increased environmental concern by the population, and this has caused a shift in consumer habits. People are increasingly concerned about the environmental impact of the products they consume and companies have had to adapt to this change. In this marketing plan, we have conducted an internal analysis to study the resources of Puleva, and an external analysis to study the situation of the environment and competitors, as well as analyze the toy market and consumer behavior.

Furthermore, we have established several goals to achieve with this marketing plan, which are: increase the company revenue by 1,85% in 2022, increase of the national market share to 4% of the turnover by 2022, open to new markets (increase 10% of the product line by 2022), getting over 95% of satisfied customers in the next 12 months, increase social media interactions with customers over the next 12 months and increase customer loyalty

To achieve the objectives, we have proposed a total of 12 actions (adapted to the limited budget and the philosophy of the company).

Finally, I have set a budget for each action and also created a timeline where we can observe when each action will start or take place and its duration. And also I have set a control guideline where we can see how each objective will be controlled and make sure that we achieve the objectives.



## **2. Situation analysis**

### **2.1 INTERNAL ANALYSIS**

#### **2.1.1 Presentation Puleva**

The history of Puleva dates back to 1910, when a wine and spirit group of industrialists from the Commerce and Hospitality Industry of Granada started to supply this type of products and later they started to distribute ice, siphons and soft drinks.

Later on, in 1954, a new law appeared in Spain, which made the sale of hygienic milk compulsory. It is here when this Industrial Group changes their name to UNIASA and becomes a dairy plant, in fact the second one in Spain after the one in San Francisco, and starts with its activity in 1958. In 1960 the milk supply became regulated due to sanitary reasons which also involved other products such as BUTTER, MILK POWDER, SHAKES AND CHEESES.

In 1974, The R&D department was created which was essential to the success of the Puleva Brand and as a result they obtained international patents and Prizes. But it was later in 1994 when Puleva made a big investment in R&D and this was crucial in the development of the Company. They hired a new team of researchers and due to this strategy they started to launch new products in the following years, in order to offer a different type of milk product to each consumer who had a different necessity.

Between 1999 and 2000, Puleva acquired both Leyma/Ram and Grupo Granja Castelló and became the leading group in the dairy sector.

Also in 2000, PULEVA Biotech S.A. was created, and was integrated within the EBRO-PULEVA group, who was at that moment the biggest food group in Spain. They were the group leaders in the sales of LCOmega 3 both in the assignment of the know-how and commercialisation of Omega 3 and also as developers of products that contained this oil. Finally, in 2010, it was acquired by Exxentia, who changed the name of the Company to Biosearch S.A.

## 2.1.2 Company sources

### 2.1.2.1 MARKETING RESOURCES

#### **Price**

Price is one of the most important elements of the marketing mix, since it is the only element that provides economic benefits to the company.

Puleva is a well established brand, with a good positioning and with high quality products which would result in a higher price. But in order to be competitive, Puleva works with very competitive price strategies, and by using very efficient procedures and also having low profit margins, they are able to offer competitive prices to the customers. That is the reason behind the competitive prices set by Puleva. But, in the actual milk market, there are many White Brand, that are offering milk products at a lower price, and it's being very difficult to Puleva and other high quality milk brand to compete against them in prices, so that's the reason why they focus their efforts in their brand image in order to sell not only a milk product but a high quality milk product.

In the table below we can see the prices of the entire milk of many milk companies:

**Table 1: prices of entire milk of different brands**

<b>LECHE ENTERA</b>		<b>PRECIO</b>	
		Por litro	
★	<b>PASCUAL</b>	0,72	- 1,03
	HACENDADO Mercadona	0,54	- 0,58
	CONSUM	0,58	- 0,58
	KAIKU	0,83	- 1,02
	GALLEGA	0,53*	
	DELEITE	0,75	- 0,75
	CARREFOUR	0,49	- 0,64
◎	<b>MUU</b>	0,49	- 0,53
	DIA	0,53	- 0,67
	COVAP	0,69	- 0,85
	AUCHAN Alcampo	0,48	- 0,59
	MILBONA Lidl	0,54	- 0,54
	GAZA	0,79	- 0,79
	XOIA	0,80	
	LEYMA	0,73	- 0,75
	ATO (1)	0,88	- 0,90
	GURELESA	0,79	- 0,99
	BOMILK Eroski	0,47	- 0,52
	UNIDE Maxcoop, Gama	0,59	
	CREMOSITA	0,59	- 0,59
	CELTA	0,67	- 0,89
	AUCHAN 1ER PRECIO	0,47	- 0,55
	FEIRACO	0,74	- 0,99
	PRESIDENT	0,68	- 0,89
	EL CORTE INGLÉS	0,75	- 0,80
	SUPERSOL	0,52	- 0,69
	LAUKI	0,73	- 0,85
	SOLAR	0,51	- 0,55
	ALIADA El Corte Inglés	0,54	- 0,58
	ALIPENDE Ahorramás	0,55	- 0,55
	C. L. ASTURIANA	0,70	- 0,97
	EROSKI	0,50	- 0,59
	LARSA	0,75	- 0,81
	SUPER El Árbol	0,54	- 0,54
	COVIRÁN	0,54	- 0,65
	FINESSA Lidl	0,45	- 0,49
	LA VAQUITA	0,47	- 0,56
	ALTAMIRA	0,84	- 0,91
	CARREFOUR DISCOUT	0,48	- 0,48
	CONDIS	0,58	- 0,58
	EL CASTILLO	0,83	- 0,86
	LLET NOSTRA	0,79	- 0,89
	PULEVA	0,74	- 1,39
	RAM	0,69	- 1,11
	RENY PICOT	0,77	- 0,79
	RIO	0,59	- 0,82
	POLESA	0,45	- 0,56

Source: OCU Magazine

## **Distribution**

Puleva sells really big quantities of their milk products, which are essential goods that are consumed very frequently by the consumers, and they sell their products using an intensive distribution, in order to be able to sell in many different places and stores, so that the customers can easily find their products. They sell their products using a very short distribution chain, which uses an intermediary between them and the final consumer. This intermediary is a minorist because as is mentioned before, the intermediary sells directly to the people that consume the product. It is just in some specific cases when Puleva uses majorists in order to sell their products, and this takes place when they sell to small towns that have a low number of citizens because the cost to reach those places is much higher.

They use the pull strategy in order to motivate the distributors (minorists) to buy Puleva products and sell them in their stores. This is done by using effective communication strategies to reach the final consumer and increase the demand of the products, which will lead to an increase in the demand of Puleva's intermediaries to buy Puleva products.

Puleva negotiates with the supermarkets in which they sell their products in order to make sure that their products are well positioned in the supermarket and have a good visibility to make the customers buy Puleva as there is a higher possibility of selling their products if they are located in more visible sections.

## **Promotion**

Puleva uses heavy promotion in order to build a solid image that represents the high quality of their products and the benefits of consuming their products. As they sell basic food products, they advertise themselves in big communication channels such as TV, Youtube, etc.. focusing their efforts in reaching as many customers as possible and appealing to their senses, making them think that they need their products in order to stay healthy. Some adverts have focused on young students, appealing to the need of Omega 3 and Iron during the beginning of the academic course, and others have been directed to an older part of the population that needs calcium.

Furthermore, Puleva has also been present in many Fairs and events. One of them is the Feria Biocultura in 2018, this event emphasizes agroecological activities with sustainability criteria. Puleva took part with their ECO milk, showing not only its benefits but the sustainable procedures that they follow in order to produce that product. Nowadays this ecological phenomenon is having a big impact not only in Spain but also all around the world. Spain is the country with highest ecological products and the fifth of the whole world, and it is in an increasing trend of the increase in the consumption of ecological products.

Puleva is also sponsoring events that are related with young people and physical activities, as they know that a big part of their customers are within this sector. The Audi Quattro Cup is a great example of their sponsoring activities, which is related with winter sport activities and competitions with many kids participants.

Another example of an event that they are constantly taking part in is the Book Fair in Madrid, and the main reason is the huge amount of young people that are in the fair that day. They offer free products to the assistants in order to publicize their products to their main market segment.

### **Products:**

Puleva has a wide range of products, each of them focused on different segments of the market and different age groups. For example, they have infantile milk products using the name Puleva Peques, aimed at babies from 6 months up to 1 years old and another aimed at kids from 1 year to 3 years old. Another product is Puleva Max, aimed at children older than 3 years old. They also produce ecological milk, being the first Spanish Milk Company to produce ecological milk and its one of their leading products. The Omega 3 milk option is also one of the most sold products of Puleva, offering their customers 50% of the total amount of Omega 3 that is required during the day which will help to reduce the amount of cholesterol in the body. They also have the VitaCalcio line, which has an increased amount of calcium in the milk. Apart from that, they also sell products that contain milk as coffee or chocolate shakes or other flavour shakes, which is one of the most successful products.

Table 2: Puleva's Product portfolio

Puleva Omega 3						
Leche Puleva Vita Calcio						
Leche sin lactosa						
Batido Puleva de Chocolate						
Batidos Puleva de Fresa						

Batidos Puleva de Vainilla						
Leche Puleva Max						
Leches de continuación						
Leche ECO						
PULEVA CAFÉ						

Source: Own elaboration

### 2.1.2.2 HR

According to the official Puleva website, they currently have a total of 1,200 employees in the company, and more than 80,000 in the Lactalis Group. They have a training plan which is reviewed and modified each year, to make training a creative and fun process while promoting internal talent and developing the skills of each worker. It also has a responsible family certificate which is equivalent to the fact that workers can perfectly combine their family and personal life with work in Puleva, thanks to the working hours, the respect between the companies and their workers and the flexibility it offers to its members.

In 2019 the company had 226 workers, less than the year before which had 232, this didn't have a major effect like in the previous years. As we can see in 2012, which had 245 workers and had a decrease of 30 workers in two years.

### 2.1.2.3 Physical Resources

Puleva's main physical resources are:

- 4 factories located in Granada, Mollerussa, Nadela and Villalba
- 4 work centers located in Granada, Madrid, Valencia and Barcelona



#### 2.1.2.4 R&D

In relation to R&D, Puleva is a company that has invested large amounts of capital in this department since its inception, in order to become a leading company in the dairy sector and remain among the main milk companies at a national and international level. Thanks to these investments, it has been the first company to develop certain different subtypes of milk and derivatives, such as milk focused on the little ones or milk with Omega 3.

#### 2.1.2.5 Corporate Social Responsibility

Puleva has always been a Company that has cared for its environment and external factors. In the past decades, it has collaborated with some NGOs such as Save the Children, in order to raise funds and give money to help people who need basic resources.

Furthermore, Puleva also cares about its employees, as they think the Human Resource is a key factor within the Company and that they have to take care of their workers and offer them a healthy work environment. They are currently working on achieving the EFR certificate.

Recently, with the international pandemic situation, Puleva is also a solidarity Company, taking action by helping the health sector, where they are offering free products such as coffee with milk to the Spanish employees in the health sector to more than 120 hospitals all around Spain.

Puleva is one of the milk companies that is more concerned with the environment, and this is because it is constantly improving their production processes in order to be more responsible for the environment. They are guided by the objectives set about the sustainable development of the United Nations. Most of their packages are sustainable and meet all the international and national regulations, using 100% recycled materials to produce their packages.

They have also reduced the CO2 emissions, and they state that they have reduced the CO2 emissions equivalent to 730 journeys around the world by car.

They also produce ecological milk, which is the most sustainable option and the most respectful option towards the cattle and the environment. They are putting efforts in helping local farmers to develop ecological milk, offering them advice by their experts until they start their activity as ecological milk producers.

On the other hand, they are also using ways to produce milk in a responsible way, and they are the spanish business with the greatest number of certified farms on animal welfare and their objective is to reach 100% of their farms to be certified.

And in relation to the energy used by Puleva, they are planning to use 50% of their total energy consumed from a renewable source of energy, using solar panels, by building several photovoltaic and wind farms that will generate the electricity that we will use. This will let Puleva reduce their CO2 emissions by 10%.

Using wáter efficiently is also really important for Puleva, as this is essential for the environment, and they are trying to reduce the level of wáter used during their activity. They have reduced the wáter used in their main Factory more than 50% in the last 10 years.

Puleva also donates products that have been over produced, in order to help people who need food instead of wasting those products and making a good use of the overproduction.

## 2.1.2.6. Financial Resources

### **Financial Results**

In 2019 Puleva's results were negative, and the figure was -11 million which was a greater loss than the previous year. In 2012, Puleva's result was 15 million. We can see a great negative change in the company, which can be due to the economic crisis and the low margins in the industry.

### **Revenue**

In 2019 Puleva's revenue was 643 million € which has been a pretty stable value, taking into account that the fluctuation of the revenue in the last years has been lower than 1%. If we compare the financial results of 2019 with the financial revenue of 2019, we can see that even though they have had losses in 2019, this value represents less than 0,02% of the total revenue in that year.

### **Total Assets**

The value of Puleva's assets in 2019 was 306 million€, which is lower than in 2012 where this value was 386 million €. Even though this value has decreased in the last few years, it is really high compared to the amount of yearly losses of the company in the last couple of years.

### **Capital**

In 2019 Puleva's total capital was 197 million € which is the lowest figure in the last 9 years as it has constantly been decreasing, and the main reason is that there has been losses as the financial results have been negative and this amount is taken from the company's capital.

## 2.1.3 CAPABILITIES OF THE COMPANY

### 2.1.3.1 DISTINCTIVE CAPABILITIES

The four pillars on which the Puleva strategy is built: brand positioning, research, scientific support and communication support. Its brand strategy is based on having a specific product for each stage of the life cycle that a person can be in and adapt to the needs in that particular point of their lives. This is done by analysis what customers want and need and also creating their products with the collaboration of scientific societies with experts in health and nutrition.

## 2.2.External analysis

### 2.2.1 MICRO ENVIRONMENT

#### 2.2.1.1DEMAND ANALYSIS

The milk industry has been affected by its new substitutes, which are every year more of them. This is the reason why the consumption of milk is decreasing year after year. For example, between march 2016 and march 2017, the consumption of milk in Spain decreased by 5,53% and the previous year by 4%, which shows not only that this consumption has decreased, but also that this decrease is more considerable each time.

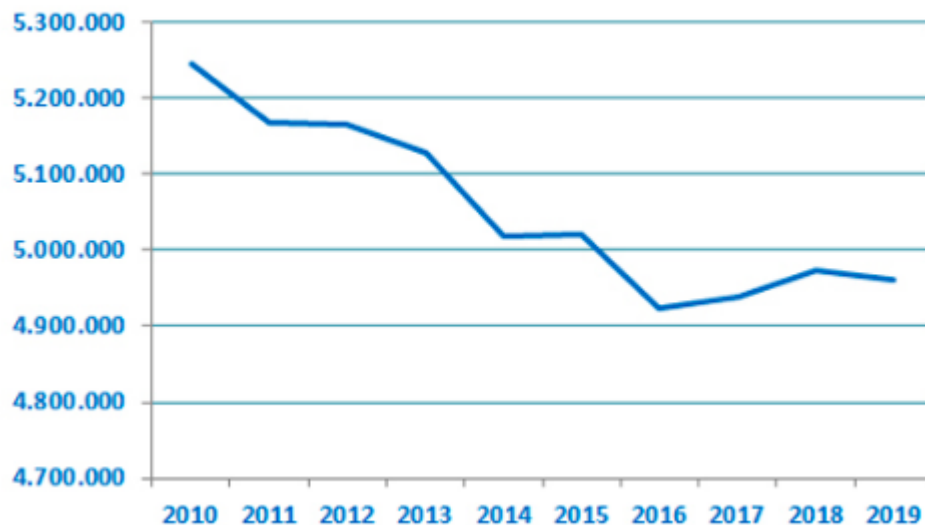
It's a fact that the Young population has always been the sector which has consumed a higher percentage of the total milk consumption, and those are now taking other options that substitute this cow milk, and those alternatives are: soy milk, almond milk, rice milk, etc.. And to conclude, the Spanish population has experienced a decrease in the Young sector of the population, which also affects the milk consumption as they are the sector with higher consumption.

In the world, a similar scenery is occurring, which is also experiencing a decrease in the milk consumption, especially in the USA, most European countries, and many Asian countries. That's the reason why many milk businesses have focused their efforts in selling other products that come from milk, instead of milk itself, as for example, focusing on cheese adverts, after noticing that the cheese market is still in a constant and stable increase. Furthermore, other businesses are focusing on selling their milk to countries around the world who are increasing their milk consumption very steadily, like Chile and Tunesia.

During 2020, which is a year to be remembered by the COVID-19 pandemic, the sales of milk in Spain increased significantly after a 4 year decrease in sales. In order to be able to satisfy this increase in demand, the milk industry was able to increase its production without any problem, and finally producing a total of 11,113 million litres of milk, which is 7% more than in 2019. From this quantity produced, 8.664 million litres was produced towards the Spanish market.

In relation to the exportations, those also increased in 2020 by 19% and its importations decreased by 47%, which means that although the Spanish market is consuming more milk, they decided to buy it from their own country.

**Graph 1: Household consumption of dairy products from 2010 to 2019**



Source: Statista

### 2.2.1.2 Porter's five forces:

#### **Potential competitors(New entrance of competitors in the market):**

Due to the high investment that is required to produce and store milk both in the infrastructure and machinery, the entrance of new competitors to the market is not a big threat for the existing companies in the market. In addition to this, the existing firms in the market are well positioned and well established in the market, holding a good reputation and with satisfied customers with their products and their quality, and they have already signed contracts with big food chains and this makes the market even less attractive for new competitors

#### **Substituting products:**

Substituting products limit the market and the growth of a market, as they offer similar characteristics to the product and let the customers take the opportunity to choose between a product or its substitute that satisfy the same need.

In the milk sector, we can distinguish between many different types of substitute, as we can find rice milk, almond milk, soy milk, eco milk, etc.. and the mains reasons that can be crucial to make a customer change to a milk substitute can be due to an allergy to the cow milk, digestive problems, vegetarians diets or just to take a product with lower calories in order to follow a healthy diet.

For all these reasons, substituting products are a big threat to the milk market sector.

**Customer negotiation power:**

This power refers to how easily a customer can change from one product to another and what incentives they have in order to do so. In the case of the milk market, customers can find a great variety of milk products, with different prices, tastes, characteristics, etc.. and the Brand will compete intensively in order to attract as much as possible the customers, not only with lower prices but also in the quality of their products, so the customers have a high negotiation power because they can easily change to another Brand if they feel they are going to benefit more to consume that Brand, and they will not have any cost to change from one Brand to another. The distribution Brand had a great impact in this negotiation power, as they were able to offer very low prices to their milk products which made them very competitive and attractive to the customers.

**Supplier negotiation power:**

Once Spain entered the CEE, the quantity of milk that Spain was able to produce was much lower than the real milk demand in Spain, which means that Spain has to buy milk from foreign countries in order to satisfy the milk demand in the country. We buy the difference between the milk that we produce and the milk we consume in countries nearby such as France, Portugal and Italy. But, even though we have a lack of production, Spain pays a lower Price to the milk producers compared to the Price that is paid in other countries, which is very illogical taking into account the demand and supply laws.

During the months in Autumn and Winter the milk production is even lower and we have to consider that most of the milk is produced in the north of Spain, so the cost of its distribution around the country to reach its consumers is going to increase the Price of the milk.

We can say that the negotiation power of the suppliers is low, not only because of what is mentioned above, but also because the companies that package and produce milk DERIVADOS, have to use very aggressive commercial strategies in order to stay competitive in the market and its White Brand competitors, which make the farmers lower the prices of the milk they produce.

**Rivalry between competitors:**

In the Spanish milk market there are many milk companies, even more than 600 companies, but from all of them, 60% of all the milk that is collected is concentrated in only 12 companies, some of them are in the same entrepreneurial group. The level of competition between these companies is really high, and the actions of one of these companies can have a big effect on the others, because milk is a basic product and its market is not in the growth phase. Due to this reason, most companies are now entering niches of the market (lower fats, kids, added vitamins/minerals, etc.), trying to specialise in different areas of the milk market in order to be more competitive against the White Brand and this type of niches in the milk market represents round a 55% of the whole consume of milk in the market

## 2.2.2 MACRO ENVIRONMENT

### 2.2.2.1 Economic factors:

The most critical factor that can affect the milk industry is the purchasing power of the economy as a whole. The higher the purchasing power, the higher the milk demand, and the opposite way too. But this will take place until a certain point because, in the case the purchasing power increase a lot in a country, there is a limit in the quantity of milk a family or an individual is able and willing to drink, so if the purchasing power is constantly increase by much, there will be point where the demand will finally stay almost constant. It is also important to highlight that milk is an essential good and therefore if the income of a family is reduced, or the purchasing power of a country decreases, the milk demand will not be highly affected because families will make an effort to continue buying this essential good, unless they are in a critical situation and they can not afford to buy it.



To continue with the purchasing power in the economy, if there is an increase in the purchasing power, this will make an increase in the acquisition of pets, and more milk will be needed to feed them, and therefore the purchasing power has not only a direct impact on the milk demand but also an indirect effect.

There has been a low change in 2019 compared to 2018 in the milk market, both in volume (with a variation of -0.3%) and in value (with a variation of +0.6%). The value variation is due to the increase of the average milk prices by 0.9%. The consumption per capita of milk products in 2019 was 108,18 liters per year, which is 1.3% less than the previous year and the expenditure per person was of 180,89€, and this was 0,20€ less than in 2018.

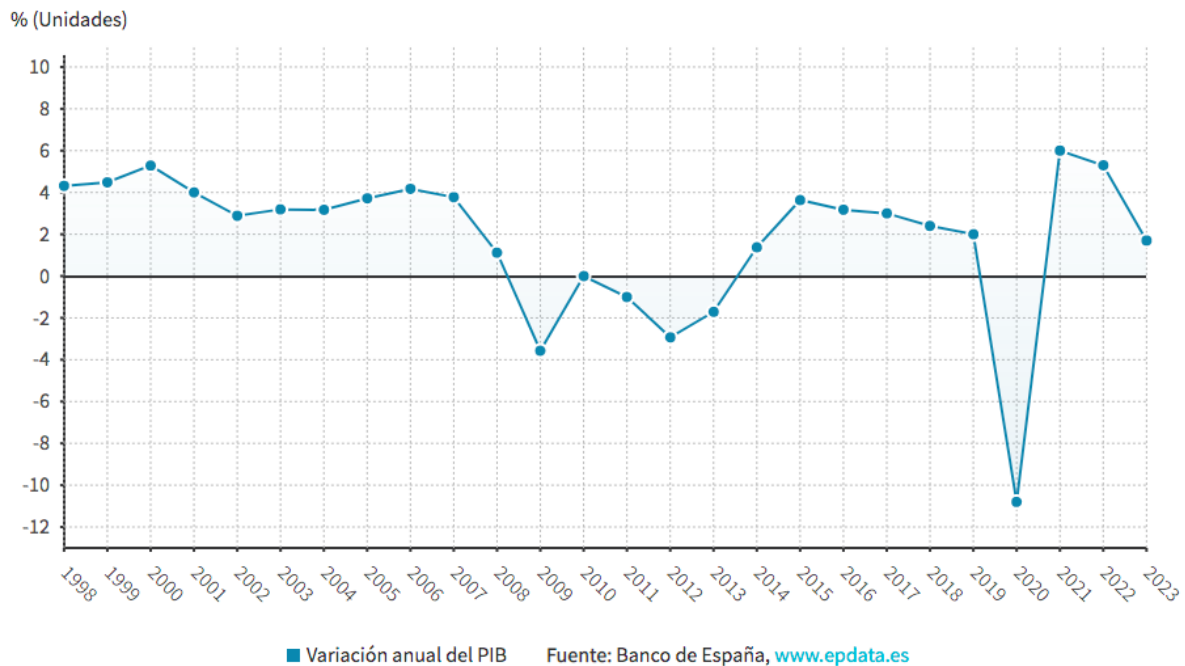
**Table 3: Milk consumption in 2019 and %variation between 2018 and 2019**

	Consumo doméstico de Leche Y Derivados Lácteos en 2019	% Variación 2019 vs. 2018
VOLUMEN (Miles kg-l)	4.989.845,99	-0,3%
VALOR (Miles €)	8.343.161,94	0,6%
CONSUMO x CÁPITA (kg-l)	108,18	-1,3%
GASTO x CÁPITA (€)	180,89	-0,4%
PARTE DE MERCADO VOLUMEN (%)	17,37	0,1%
PARTE DE MERCADO VALOR (%)	12,00	-0,8%
PRECIO MEDIO (€/kg-l)	1,67	0,9%

Source: another final project based on Central lechera Asturiana

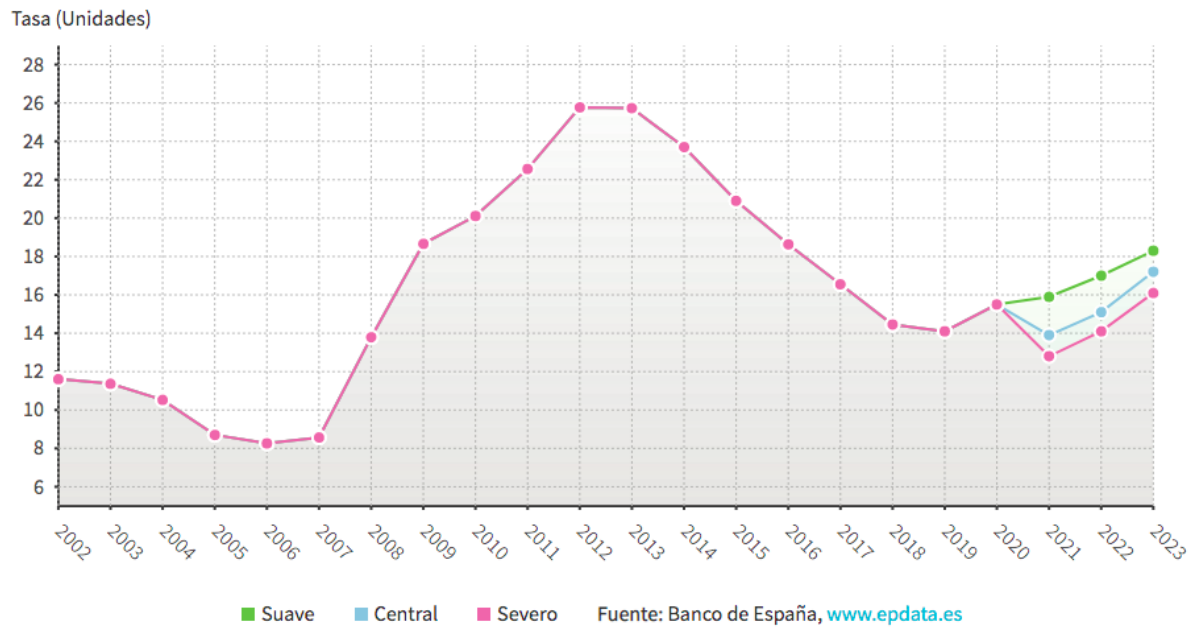
The Spanish Central Bank has forecasted that by the end of 2021, the GDP will increase 6%, which is lower than what it was predicted months ago, but the reason of this decrease in the GDP increase is due to the COVID situation and the restrictions that are being taken in Spain in addition to the delay of the European funds towards Spain. In 2022 it is predicted that the GDP will increase by 5,3% and in 2023 a 1,7%.

**Graph 2: Spanish Bank previsions on the GDP's future evolution in Spain**



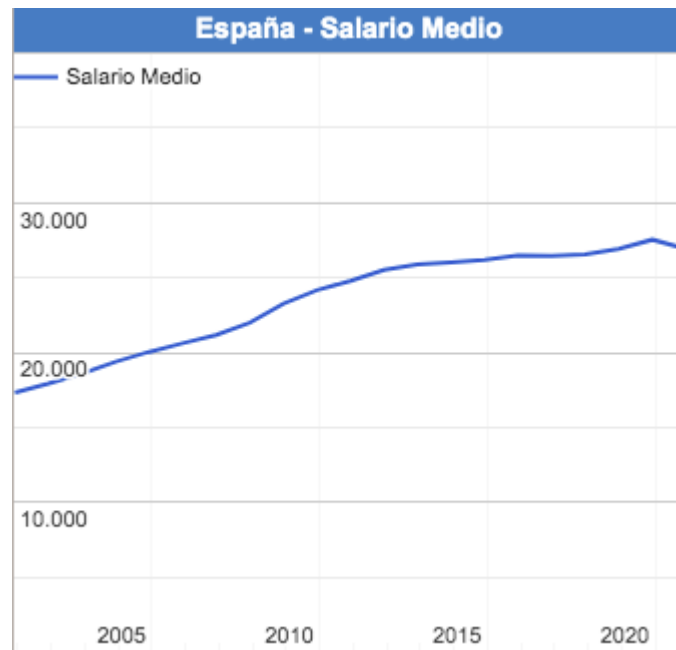
Currently unemployment is higher than before the COVID pandemic took place, but it is now decreasing and it is forecasted that Spanish unemployment will be at a 17% by the end of 2021 but it will not be until 2023 when the unemployment level will reach the level it had before the pandemic. It is forecasted that by the end of 2022 the unemployment will be 15,1% and by the end of 2023 it will reach 14,1%.

**Graph 3: Spanish Bank previsions of unemployment rate in the following years**



In 2020, the average annual income in Spain was 26,934€, which is the same as a monthly average income of 2245€. This is not a good situation because it has decreased by 603€ the monthly average income and this has an effect on the acquisitive power of the workers in Spain. The level of consumption in Spain will decrease as a result of this, and therefore many companies will suffer from this effect, and even more premium or high quality goods and services because they usually have higher prices than other competitors, as is the case of Puleva.

**Graph 4: Spanish average salary**



Source: Economía de España

#### **2.2.2.2 Technological factors:**

During the last years the factories are increasing their industrialization in which they are using the latest technologies in order to realize the traditional processes which help in the integration and optimization of the processes for the food and drink industry, which is happening in a really fast pace due to the pressure of the fluctuations in the prices which are constantly decreasing.

In addition to the advances in the practices, the technology is constantly expanding the quantity of milk products in the market, in which there are each time more kinds of dairy products and more variants.

There exists a great development of telecommunications and computing, which gives a great possibility to vertebrate in a dynamic and agile way the business logistic and at the same time predict demand fluctuations.

### **2.2.2.3 Political factors:**

Common rules in the milk sector:

The milk industry is one of the most regulated and controlled from all the Política Agraria Común (PAC) by the Organización Común de Mercado (OCM). This is done both by setting limits in the quotas that can be produced and also to protect the market.

The result of the implementation of limits in the quotas that can be produced, which started to be applied at the beginning of the 90s was a great increase and consolidation of the first collector. Since then, there has been a great pressure in the market in order to control the quantity of milk produced and this started to be followed strictly after the first fees were applied.

In addition to this, and maybe due to this limitation, the prices of the milk in Spain are higher than those from other countries close to Spain, as for example France, Italy, etc.. and this affects the market and the number of importation and exportation of milk products.

Due to the increase in the importance of health and the knowledge of its relationship with the food industry, the European Union has set food security as a goal which is intended to be met by a series of regulations in the whole community. One of the reasons that can explain why this started to be seen so important is because of the great quantity of health problems that appeared in the 90s due to the insufficient measures that were by the time.

Many Spanish milk companies have to take care about foreign regulations if they want to export some of their milk production to foreign countries, and therefore will need to research and get information about the regulations required in the countries they are willing to export.

To end with the political factors, there is a great importance of what is the government incentive for the farmers. For example, if the government incentive the promotion of beef or mutton, in that case, there will be an incentive for farmers to

slaughter their cows instead of drawing milk from them, and this will reduce the quantity of milk produce, which will result in an increase in milk prices due to the lack of milk supply.

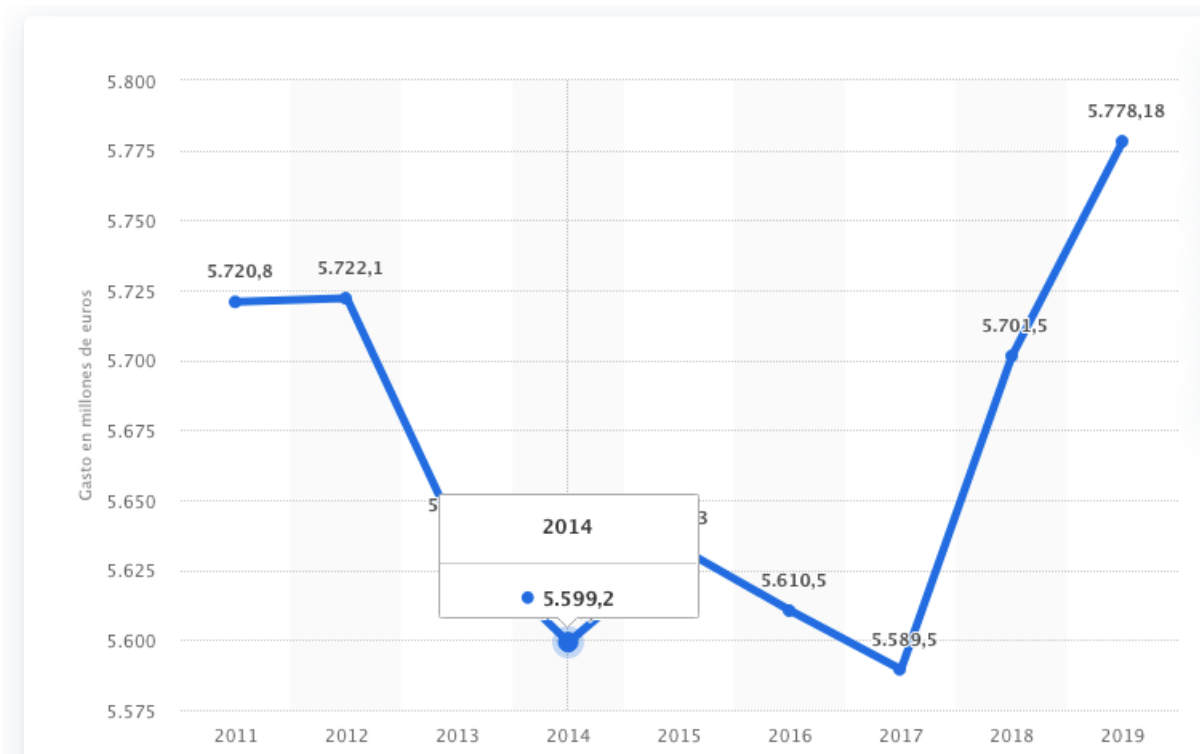
#### **2.2.2.4 Sociocultural Factors:**

The milk and its variants make one of the more complete food groups for human nutrition because it has a composition which includes almost all of the nutrients. Furthermore, it has a big difference compared to other foods that have an animal origin, and this difference is that it contains a high quantity of carbohydrates, which is the lactose. This is the reason why it is so important for some vulnerable groups of the population to consume this type of food, like for example for kids, pregnant women, old people, etc.. as they have some specific nutritional requirements.

Many experts recommend milk foods in the diet of kids and Young people i order to help them in the formation of the body structure and improve the maintenance of bones and teeth and to help in the preservation of the bone density for old people

In recent years, there has been an increase in the vegan movement, and an increase in the number of people starting to have a vegan lifestyle. This has damaged the dairy industry, as this part of the population is now not consuming milk and instead are consuming other alternatives.

**Graph 5: Annual expenditure of Spanish households on dairy products between 2011 and 2019 (in millions of euros)**



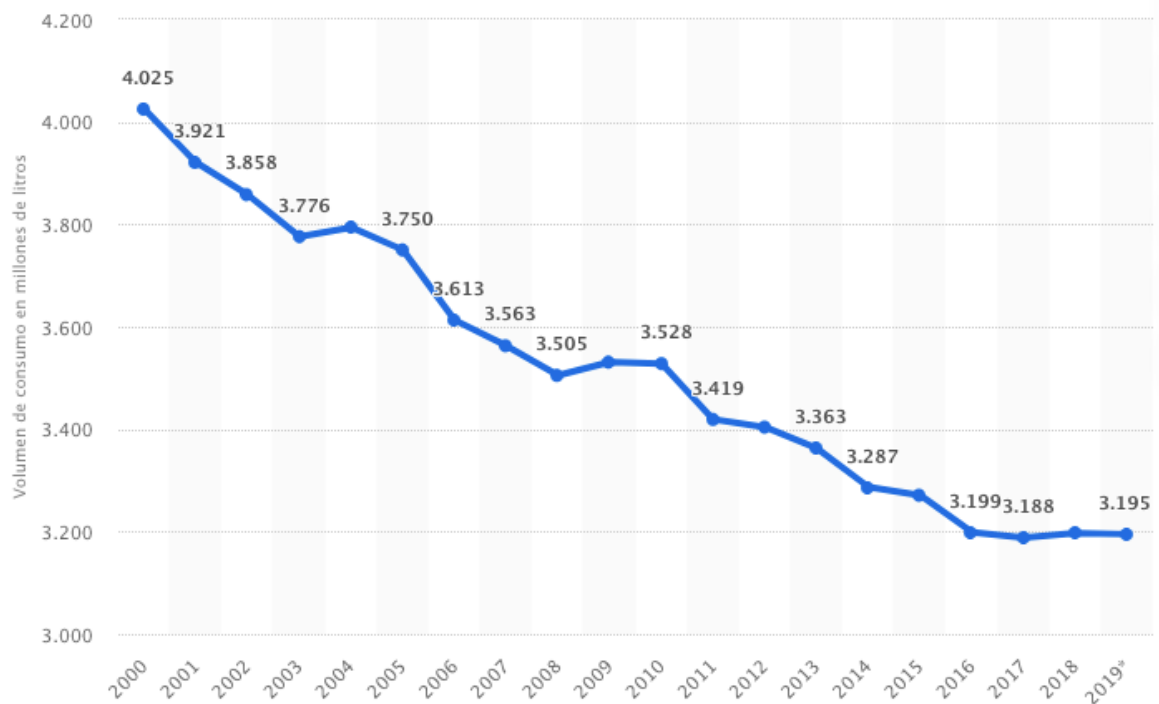
Source: Spanish Bank

This graph shows that since 2012 the annual expenditure in milk products decreased until 2017. The main reason was the social belief that milk substitutes were healthier options. This expenditure trend started to change in 2017, and we have seen an increase in the expenditure each year. This can be because either the population wants to save money and decide not to buy milk substitutes, or because the milk industry has done a correct market analysis and used marketing strategies to encourage people to consume milk.

Every year there is a higher concern on keeping healthy and reducing body fat. There is a part of the population that associates milk products with high quantities of fats and this can affect the milk demand. This is why many brands are now launching milk variants that contain lower fat quantities and this is changing the type of milk products that are consumed but it is also affecting the milk consumption. Also, other

ingredients such as gluten and sugar affects the demand due to diabetes problems in the population and gluten allergies, and this has incentive many dairy companies to launch new products lines.

**Graph 6: Volume of liquid milk consumed in Spain from 2000 to 2019**  
(in millions of liters)



Source: Spanish Bank

In the previous graph we can see that the volume of liquid milk consumed in Spain in the last 19 years has decreased a lot, and this decrease has happened practically every year except for some exceptions, from 4025 million liters in 2000 to 3195 million liters in 2019. This is an alarming situation, and the main reasons for this trend is due to the new lifestyles and ways of thinking of the population.

Another factor that can affect the milk industry is the fact that in many countries in which most of their populations are muslims, food products have to be halal, and therefore they only consume halal milk. This has to be considered when a Spanish national milk company is planing to expand and export to other countries, because



probably they will have a very low demand in countries where most of the population is muslim.

#### **2.2.2.5 Demographic factors:**

In 2019, the milk sector had a turnover of 475,285 million euros, which was an increase of 3,67%. Taking this into account, there is a prevision of a continuous increase in the following years. Europe has been the continent with the greatest number of releases of milk products in 2019 and EEUU has been the continent with the most number of innovations in this sector.

On the other hand, it has been the yogurt products, the ones with the most recent innovations, and the milk products have been the ones with the least number of innovations. Furthermore, 85% of the milk consumers are consuming cow milk, being this type the most consumed. After the cow milk, we can find soy milk with 21%, almond with 17% and coconut with 15%.

#### **2.2.2.6 Legal Factor**

Due to the expansion of globalisation, there has been an increase in competition between companies of similar products all around the world, allowing customers to be able to compare many types of a product and choose the option that suits them the most. Due to this reason, companies are trying to differentiate themselves with the rest, sometimes by obtaining a quality certification to show they meet all the

quality requirements customers demand. In milk products we can find two official norms:

- Mexican Official Rule: NOM-155-SCFI-2003
- Mexican Official Rule: 243-SSA1-2010

One of the main keys in order to offer a safe milk product, is to make sure the pasteurization and ultra pasteurization processes are done properly. This is really important to make sure that the microorganisms in the milk are eliminated. The heat and the time of the process has to be monitored in order to meet with certification and gives the guarantee that the process used is controlled and that corrective measures are taken when needed and problems appear. Furthermore, it is also important to keep a good maintenance of the cold chain to make sure that the product doesn't lose its properties.

Nowadays sanitary requirements and safety requirements to be able to commercialize products involving foods and drinks are constantly increasing and that is the reasons why with this new scenery many changes have been made in the production process through the control and prevention of the contamination risks and also to maintain the quality standards in the production, product processing and distribution of those types of products. Some of the certifications that guarantee this are: BPM, HACCP, ISO 9001, ISO 22000, fssc22000, SQF.

#### **2.2.2.7. Environmental factors**

The health and availability of livestock can have a significant effect in the dairy industry. Plagues, epidemics and other diseases can affect the quality of the milk produced, and also the supply of the milk as many cows can die or be killed off.

Another environmental factor that can affect the dairy industry is the climate, and more specifically a warm climate, because the milk can go bad if it is not preserved accordingly and nearly automatically once drawn from the cows and this way increases the product life. These products are usually refrigerated and these companies have to take special care with power outages, which are common in some countries and this could mean a great loss of product and money for a company if they can't prevent it.

## 2.2.3 COMPETITIVE ANALYSIS

### 2.2.3.1 LEVEL OF COMPETENCE

In the last years, the milk industry has been in a changing environment, mainly due to the increase in the number of national and international milk companies, which have made this sector much more competitive and as it is a sector made of basic products, the price sensibility is very high, which has lead to many changes in the composition of the market.

As a result of the penetration of retailer Brands in 2010, the milk industry increased its level of competition in order to try to defend their market share. It was at this moment when Puleva surpassed Leche Pascual, obtaining a 8,9% of market share, above Leche Pascual with a 7,8%. In this scenery, Central Lechera Asturiana was able to maintain their 15% market share due to its consolidation. The milk market in 2008 was distributed differently, where Leche Pascual presented a better market penetration, with a 12,7%, which was in this year higher than Puleva, who has 11,6% of the market. With the introduction of new White Brands in the market, there has been a reduction of the prices in the existing Brand in order to remain competitive and try to maintain their market share, but it has been difficult for some of them to reduce their prices and at the same time maintain their high quality products and processes. These price reductions have been around 10c, which is a huge reduction taking into account the type of market.

### 2.2.3.2 Main competitors

#### **Central Lechera Asturiana**

This is the biggest dairy cooperative since 1969. They produce around 900 million liters of milk every year, which is a very significant quantity of the whole supply in Spain. It holds a very good image, being one of the preferences of many Spanish families. Innovation has been a really important part of their strategy which has let them survive against the economic crisis, by letting them supply to niche markets that were not served until they were introduced to those niche markets.

**Figure 2: Central Lechera Asturiana Logo**



#### **Danone S.A.**

Danone is a Spanish and French multinational company that sells food products. Its main business is set in Paris, France. It was founded in Barcelona in 1919. In its origin, Danone started their business selling artesanal yogurts. In Spain, it has its headquarters in Barcelona but it has many production lines all around Spain. It also operates in other European countries and in Asia and South America.

Danone offers high quality products, made with a very good raw material in order to offer healthy nutrition. That's the reason why they use milk that they know where it comes from and its usually from places close to their production lines. This way they can guarantee fresh products and an optimum quality in their products. Furthermore, Danone realises many quality controls in the farms to make sure of the well-being of

their cows and that the farmers establish production guidelines that are respectful with the environment.

Among its most recognised brands we can find: Danonino, Danone, Vitalinea, Griego, Actimel, Denisia and Activia.

Danone's quality management has made it worthy of several recognitions, among them, in 2006 the Ministry of Agriculture, Fisheries and Food awarded it the prize for the "Best Spanish Company" in the category of Environment thanks to the fact that they carry out their activity with the maximum possibility and respect towards the environment and also for undertaking projects for its conservation

**Figure 3: Danone Logo**



### **Calidad Pascual S.A.**

It is a Spanish company that was founded in 1969 which produces dairy products and derivatives, as well as other food products. This company is characterized by the quality of its products and its raw materials. Under their motivational frase "OUR QUALITY COMES FOR EVERYTHING", they guarantee the quality of their products from the use of the best materials, their daily collection of milk from their farms to obtain great freshness of their products and also carry out exhaustive controls to

give a guarantee from the beginning to the end of the production process. Thanks to this quality, Calidad Pascual has obtained numerous awards over the last few years, both for its quality and trajectory and for its role with the environment, since it is a subject to which it attaches great importance. It is the third most consumed brand in Spain of dairy products and also one of the companies in which it is most desired to work due to its treatment with the company's workers and the conditions it offers its workers.

**Figure 4: Calidad Pascual Logo**



### **Distribution Brand**

Those brands, commonly known as White Brands, are owned by big supermarkets, who produce and then sell their own products at really cheap prices, and they follow the quality standards established by the Spanish Government. The most known brands are Hacendado that is from Mercadona, Carrefour that is from Carrefour, Aliada that is from ElCorteIngles, Alcampo that is from Alcampo and Eroski that is from Eroski. These brands have had a very big impact in the Spanish milk market, and completely changed the composition of the market once they entered it. They made many customers change from their traditional brand to the White Brands due to the price difference, as they are on average 29% cheaper.



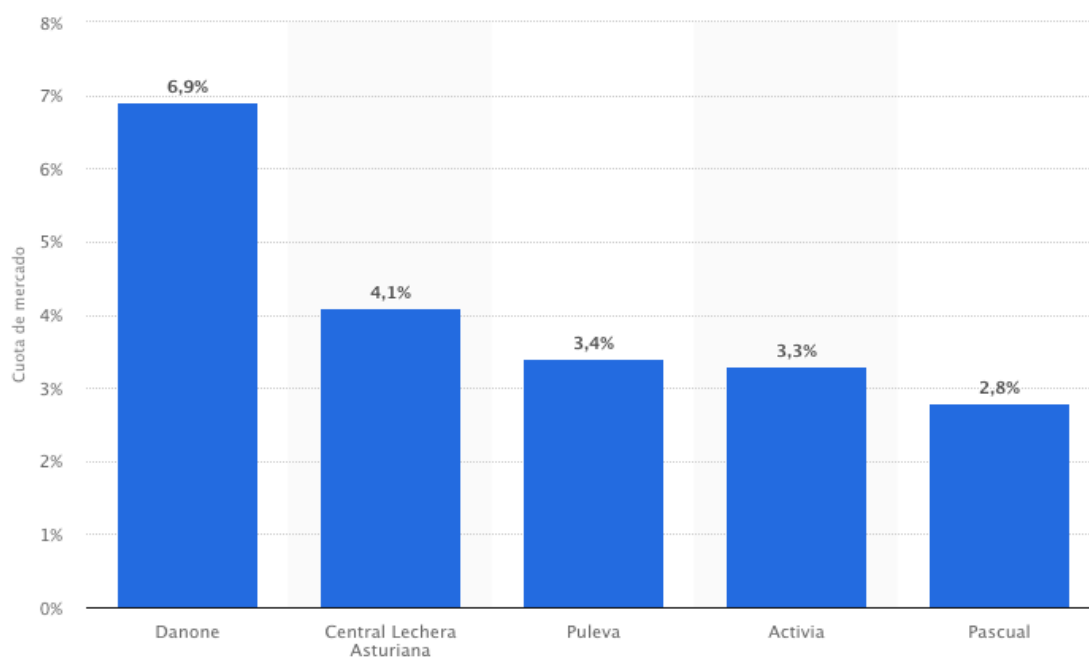
**Figure 5. HACENDADO Milk Products**



**Market share of the main dairy product brands in Spain in 2017:**

Puleva is one of the companies with greater market share in the dairy industry in Spain, with a 3,4%, behind one of its main competitors, Central Lechera Asturiana, that has a 4,1% market share and close to Puleva we also have Activia and Pascual, who have a lower market share, 3,3% and 2,8% respectively. We have to consider that Activia and Danone don't sell milk and rather products that are produced from milk as yogurts, and this means that they are not 100% direct competitors because they sell alternative products but not the same type of products.

**Graph 7: Market share of the main dairy product brands in Spain in 2017:**

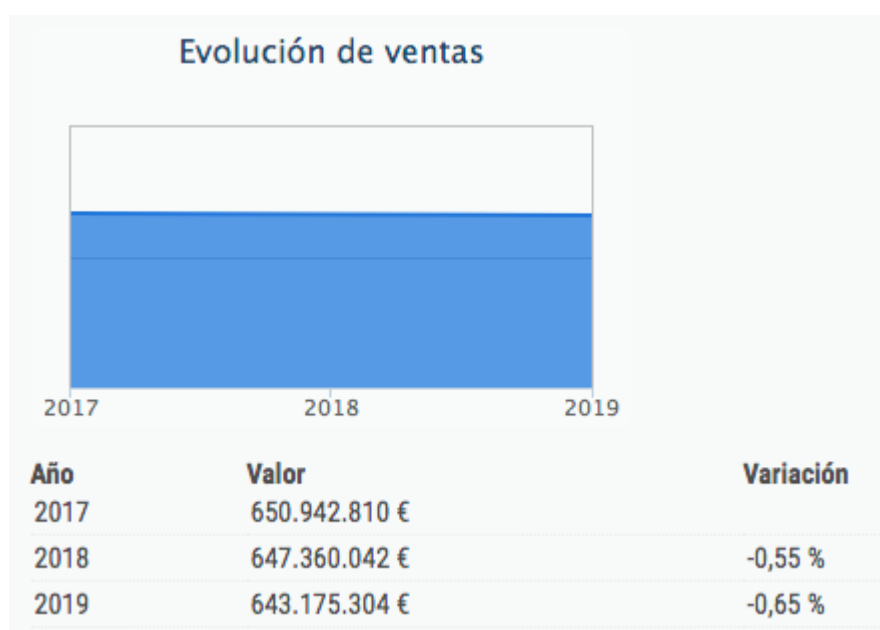


Source: Statista

## Sales Trends

**Puleva:** Sales have been slowly decreasing since 2017 to 2019

**Graph 8: Puleva's sales evolution**





**Calidad Pascual:** Their sales have been increasing every year since 2017

**Graph 9: Calidad Pascual sales evolution**



**Teodoro Garcia:** Their sales have been increasing since 2017, each year with a greater percentage of sales, but we have to take into consideration that it is a small company and that is a reason why sales increase by a greater percentage.

**Graph 10: Teodoro's Garcia sales evolution**



## 2.3. MARKET ANALYSIS

### 2.3.1 CONSUMER ANALYSIS

#### **Cultural factors**

As we can find in the Cambridge dictionary, culture can be defined as: “the way of life, especially the general customs and beliefs, of a particular group of people at a particular time”

Culture is the origin of many wishes and how some people act or take some decisions. This is because when we are kids, we get influenced by what we observe in our surroundings, that can be family, Friends, or even institutions and TV programs. This can be the reason of success or failure when launching a new product to the market, as our social orientation can make people take very different decisions, and those social orientations can be either by a small group of people or a local geographical area, or sometimes can be a national sistema of behaviour and beliefs.

#### **The social Background**

- Reference groups: These groups affect the behaviour of the people, either in a direct or in an indirect way. A direct way could take place when an Instagramer is constantly recommending to buy a specific product because he says it is the best in the market. An indirect way could happen when an Instagramer keeps uploading posts of themselves consuming a specific product over a long period of time and that action remains in the subconscious.

There are two types of reference groups, and those are the ones that people belong to and the ones that people aspire to be in. And within the reference group that we belong to, we can also divide it into two groups, one is a group that we interrelate with it frequently and the other is a group that we don't interrelate with it frequently

- Family: The family can be seen as “The most important consumer purchasing organization in society” (Kotler & Keller). We can study the two different families that exist within the consumer life. One is the orientation family, composed by its parents

and has a great influence in the consumption of the products. The other family that we can find is the procreation family which is composed by the husband and wife and their children; and this influence is considered more direct.

- Roles and status: Each person can be classified with a different role or status within a group they belong to. The role is linked to the activities which are expected to be done by each individual, and in relation to the consumer, we can find three different roles, which are: buyer, payer, and user. The buyer is the person who buys the product and is important because is the one who has to identify the product and the place where to buy. The payer is the person who pays and therefore the financial characteristics and the prices of the product are important to those who have this role. And finally, the user, who is the person who is going to use the product, and their characteristics and properties need to satisfy their needs.

### **Personal factors**

"Personal characteristics that influence the buyer's decision include age and life cycle stage, occupation and economic circumstances, personality and personal concept, lifestyle and values" (Kotler & Keller)

- Age and life cycle phase: The age of consumer and the stage of the life cycle he or she is in, has a great influence in their purchasing choices and preferences and is affected by variables like whether the person is married, has children and their status in their job.
- Occupation and economic circumstances: Depending on their occupations and economic circumstances, some people have some product preferences. This is also affected by their statues in their job place, which can be influenced by the type of products they consume. The education, income and occupation are most times closely related between them, as a high income is usually produced by a high level occupation that requires a good level of academic studies. But the status of their position does not only come from their occupation, salary and education but also by the material products they have and how they are seen by the rest of the people and the meaning that they transmit to others.
- Personality: Each individual has a different personality. This means they act in a different way and have a different way of thinking. So when they buy, they have different preferences and sometimes individuals buy products which they feel are like them, with the same values, and in some other occasions they buy products that

represent the values and lifestyle they would like to have or they aspire to have. Finally, there is another part of the population who buys products in order to give the impression they would like to have or that people associate them with. In those situations, these effects are bigger when the products are consumed in public than if they are consumed privately.

### **3. SWOT ANALYSIS**

*The SWOT analysis is an external and internal study of the company in order to determine the factors that strengthen or weaken it and the opportunities and threats that exist in the sector. This analysis is the result of what has been described in the previous sections.*

#### **Strengths:**

Regarding PULEVA's strengths, the main brand status it has and the added value it provides to its consumers stands out, since consumers see PULEVA as a quality brand, which creates trust in them, something that other brands cannot offer. competitors and it is for this reason that this brand is the preferred purchase brand in many regions of the country.

In addition, PULEVA is a company that dedicates a lot of effort and investment in innovation within the company, thus achieving the constant launch of new products or varieties of current products and even on some occasions modifying its containers and packaging to make its products more attractive. PULEVA manages to be superior in its differentiation of quality and products with respect to its competitors with respect to the qualities of its products.

Puleva has a lot of experience in the industry because it has been operating in it during a very long period of time and they have gained this experience in logistics, with a lot of trucks and both solid and reliable distribution channels.

They also have experience in the technology used in the processing and packaging of their products and the formulas used to make their products.

Finally, it is a company that uses sustainable processes, which is attractive to consumers today, and also takes care of its farmers, achieving a correct internal environment and continuously training its farmers and offering them the necessary help.

### **Weaknesses:**

One of its weaknesses is that its prices are slightly higher than those of many of its competitors due to the quality of its products and the costs involved in achieving this quality. And this affects PULEVA because there is a segment within milk consumers that are more sensitive to prices, and decide to buy other cheaper alternatives, even though they do not offer the same quality. Also, the dairy industry is not very flexible.

Another weakness that we find is that PULEVA has a great recognition at the national level, but it does not have such a high brand value at an international level, due in part to the large number of existing brands at the international level and also to the preference of the consumers of buying products made in their own countries, therefore earning a good national position is a complicated job for PULEVA.

The cost of producing milk in Spain is high compared to the cost of producing milk in other countries. This makes it difficult for Puleva to compete worldwide against other international competitors because they can't have a competitive price. A

**Threats:**

The dairy market is in a phase of great competitiveness between existing companies, due to the similarity of their products and the difficult differentiation of them, adding to this the fact of the great misinformation that exists today among consumers of the market with respect to the characteristics of dairy products, their compositions and their labeling, which can lead to an erroneous belief among consumers that a product they are consuming is of higher quality or healthier just because of the packaging design and the keywords used, but nonetheless it really isn't as quality or as healthy as certain brands make it seem.

An example would be the phrase "0% added sugars" which may make the consumer think that the product does not contain sugar, but nothing is further from the truth, since these products in most cases do contain sugars.

Finally, another threat is that there is currently a high sensitivity in the price of products and some consumers cannot afford that additional cost and instead buy cheaper ones.

The food industry in Spain has not been growing in the last decade, both in value and volume, and the supply is greater than the demand.

The economic situation of Spain and the introduction of retailer brands in Spain has had bad consequences in the dairy industry and can continue damaging it.

Spanish dairy companies are not very representative worldwide and are in a difficult position in order to compete against international rivals. This can be a problem if a foreign dairy company introduces their products in the Spanish market, as they will be able to offer a lower price in order to compete against the Spanish brand.

**Opportunities:**

Today's consumers demand companies much more than what was demanded in recent years, since they have become much more demanding and not only demand a good product with good quality, but also that it be made with sustainable practices with the environment. For this reason, PULEVA is able to benefit year after year as it is one of the companies with internal best practices when it comes to preparing its products and dealing with its farmers, therefore it can reach a greater number of customers, since it does not only satisfies the basic needs that a dairy product can provide.

There are many regulations that stop multinational dairy companies from operating and selling their products in Spain. This is a barrier for new entrants in the market and reduces the risk of the entrance to the industry of an international giant company.

**Table 4: Puelva's SWOT analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>-High level of innovation</li><li>-Brand status and added value that makes customer trust Puleva</li><li>-Experience in logistics and technology</li><li>-Uses sustainable processes</li></ul>	<ul style="list-style-type: none"><li>-High prices</li><li>-Low international recognition</li><li>-National producing cost is higher than foreign producing cost</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>-Consumers are more demanding</li><li>-National regulations to avoid multinational entrance to the market</li></ul>	<ul style="list-style-type: none"><li>-Difficulty to differentiate the products</li><li>-No value and volume market growth</li><li>-Introduction of retailer brands</li><li>-Spanish companies are not representative and competitive worldwide</li></ul>

Source: Own elaboration

## 4. Segmentation strategy

The selection model of the target market that should apply is the differentiation strategy, as the company has several products to meet the needs of various market segments, meaning it has products that appeal to men and women of different ages. The company has products to suit the needs of different groups of segments. For example, Puleva has products aimed at babies who have some specific nutritional needs, and other products aimed at adults, or old part of the population with different nutritional needs.

### 4.1 Positioning strategy and target market

According to the previous study of the main competitors, we will place some companies analyzed and PULEVA in a positioning map to know the position of the company and its competitors in terms of the two criteria that define the market product of PULEVA: price and Quality product.

**Figure 6: Positioning Map**



Source: Own elaboration



## 5. Mission, Vision, Values and Objectives

### **Mission:**

Fulfill the nutritional needs of the population and aims to achieve wellness in all the family members with their healthy products full of a tasty flavour.

### **Vision:**

To be the best Milk company in Spain regarding quality, health, variety and taste.

### **Values:**

**Salud/Health:** The main external factor which affects our health is nutrition. We make a great effort to develop food which helps to maintain, improve or even prevent some alterations.

**Family:** Our concern is based on working in the wellness of the family. We offer food aimed at future mothers, kids, Young people, adults and old people... to satisfy the nutritional needs of each age group.

**Trust:** Your satisfaction is our priority. Our goal is to preserve the quality and security of the foods. Our trajectory of more than 45 years manifests it.

**Innovation:** The solid trajectory of PULEVA in the research field has let us acquire a great experience and knowledge. The technology and superation spirit of the human team of Biosearch Life is converting us into a business committed with innovation.

**Respect:** We respect and value the world we live in, with their racial and cultural colours, with its differences and particularities, having as main objective preserving our natural environment.

**Solidarity:** We urge solidarity and humanitarian actions and cultural and artistic activities.

**Commitments:** We want to find out what worries you in order to improve every day and offer you the best food for you and your family. Our goals meet with that commitment, and that is why your opinion, suggestions and doubts are very important. We want to listen to you.

**Education:** We help to foment healthy habits promoting educational and informative activities directed to different collectives and boosting publications related with food and health in order to get closer the information to the customer, information that is rigorous, pleasant and quality information.

Once the analysis of the company has been carried out in an exhaustive way, developing the internal and external part in which Puleva operates and summarizing it in the analysis of the weaknesses, strengths, threats and opportunities, I can proceed to identify where the company wants to go. In conclusion, I can see the need to grow as the largest known brand nationally and internationally.

I highlight as objectives to be achieved within a year:

**1. Increase the company revenue by 1,85% in 2022.**

Taking into account that after the COVID pandemic, the demand for milk has increased after a long period of continuous decline and that there has been a 7% increase in milk production in 2020 compared to 2019, of which , a large part is directed towards its sale in the Spanish market, we could say that it would not be a prediction or an unusual objective if the value of Puleva product sales increases with respect to 2019 since if the number of dairy products sold is higher, if the sale price is maintained, the value of your sales will also be increased. In this way, it would end with the decrease in the value of sales that we can observe in 2018 and 2019, years in which one of our main competitors Calidad Pascual managed to increase the value of its sales, which also shows that it did not the fact that this value increases year by year is unreasonable. On this basis, a reasonable achievable objective could be calculated by calculating the average of the increase in the value of sales of our competitor Calidad Pascual in the years 2018 and 2019, years in which the value of its sales increased by 1.7% and 2% respectively.

## **2. Increase the market share to reach a 4% market share in 2022**

In 2017, Puleva's market share in the dairy products market was 3.4%, below Leche Asturiana which had a 4.1% market share and positioning itself above Activia with 3,3%.

These percentages have not fluctuated much in recent years due to the characteristics of the market, which is in a mature stage and the consumption of milk in the last 19 years has fallen steadily and gradually, from 4025 million liters in the year 2000 up to 3195 million liters in the year 2019. Due to this reason, setting an objective of a high increase in the market share will not be reasonable, taking into account the characteristics of this market. For this reason, reaching the 4% market share is an achievable and challenging goal for Puleva, positioning themselves close to one of their main competitors Leche Asturiana, who is also considered as a high quality brand.

## **3. Open to new markets (increase 10% of the product line by 2022)**

Due to the decrease in the consumption of cow's milk in recent years, and the increase in the consumption of milk extracted from other sources such as soy, almond, coconut, etc. Puleva should expand into new markets. In this case, it would be a market penetration strategy, since it is entering a market in which it does not currently have a presence but has been expanding for years and has a wide variety of companies that compete with each other exhaustively.

New line of non-dairy products being direct substitutes for milk, with the same function, but from different sources. These food products are convenience goods, since their purchase is frequent, and in some cases they can be purchased daily and in other cases at the impulse of buyers. This type of product still has a low percentage of total milk consumption but the growth rate is high and is increasing year by year. In addition, these new products not only satisfy the needs of the basic product but also the brand needs that consumers have, since the fact of consuming

a Puleva product makes you feel that you are acquiring and consuming a quality product, and that you care about personal and family well-being.

It should also be added that Puleva stands out for the use of recyclable materials in its packaging, and therefore, in this new line of products, its packaging will be produced in a sustainable way and with recycled materials, something that is increasingly sought after and desired by consumers. . The product life cycle will be in the introduction phase as it will be launched on the market where Puleva does not yet operate, and sales will grow relatively slowly due to this factor.

#### **4. Getting over 95% of satisfied customers in the next 12 months.**

If this is achieved, it will mean that Puleva is doing things properly and is offering the quality that customers expect in their product line and customers will keep buying their products. This objective will be measured through the complaints, claims and surveys.

#### **5. Increase social media interactions with customers over the next 12 months**

This will be done through social network collaboration and investment in social media. This will let customers participate in the company and also make customers be updated with Pulevas new projects and this will build more durable and long-term relationships.

#### **6. Increase customer loyalty**

The higher the customer loyalty, the lower the price sensitivity and the higher the level of repeat purchases. Customer loyalty will be measured through surveys and information obtained through supermarkets. Supermarkets have information about most of their customers because their customers have a membership card and this way it is possible to see if customers keep buying the same brand or different ones.

## 6. MARKETING STRATEGIES

### 6.1 Growth and diversification strategy

In order to analyze the growth strategy that Puleva should carry out, we are going to use the Ansoff growth matrix:

**Table 5: Ansoff Matrix**

	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKETS	MARKET PENETRATION	PRODUCT DEVELOPMENT
NEW MARKETS	MARKET DEVELOPMENT	DIVERSIFICATION

Source: Own elaboration

Once we analyze Puleva's objectives we can determine that Puleva is going to do a **product development strategy** because it's going to introduce new products to existing markets. To be more precise, Puleva's objective is to increase their product range and start selling other types of milk that are not produced from animals, as for example: soy milk, almond milk, rice milk, etc.. Those products are already in the market, they have been sold by other brands during many years and each time is increasing their demand and popularity mainly due to the new healthy habits of the

Spanish population and also because some people can't consume traditional milk due to health problems or personal decisions.

We could consider this strategy as moderately risky. It is always a risk to launch a new product to the market due to the lack of knowledge of that market, and the lack of the know-how of the practices carried out in another market. The positive fact is that the market is already established and is a profitable market that is increasing its sales every year, and this reduces the risk of entering a completely new market in which there is very little information about how the population will act upon a new product that they haven't tried yet.

## 6.2. Competitive Strategies and Competitive Advantage

The competitive strategy that is carrying Puleva, and should keep carrying it out is the **differentiation strategy**. Puleva differentiate themselves from the rest of the market in the quality of their products and raw materials that they use to produce their milk products and also with the healthy benefits that consumers can obtain as a result of their unique formulas adapted to specific niches in the milk market. As mentioned before, Puleva doesn't only compete in the main milk market, which is the entire and traditional milk, but also competes in many segments or niches of the market as they sell specific products for babies, children and old people with specific nutritional needs. Furthermore, Puleva is always aiming to be the leader of the Spanish milk market, and in order to do so, many times Puleva is the first milk brand to introduce a specific product to a new niche market, which is in fact thanks to the **differentiation strategy** they are following and this lets Puleva compete with their products and not with their prices.

To end with, if Puleva wants to have a cost-leadership strategy, they will have to reduce their quality and their investment in R&D, which would result in a lower reputation, which will not benefit Puleva. And taking into account how efficient their low-cost competitors are, and the huge investment they carry to benefit from economies of scale, it will be very difficult for Puleva to compete against them and be able to have the lower costs in the market.

## 7. ACTION PROGRAMS

Summary of action plans

### **Action 1: increase the price by 1% in all their current product line**

Objective to which it contributes: Objective 1

Implementación period: 12 months

Description: In relation to the price, after analyzing the price of Puleva's products and comparing it to the price of the competitor, and also taking into consideration that they are basic product but considered and a premium brand in comparison with its competitors and using a product quality strategy, they should increase the price by 1% in all their product line. This way, they will increase their revenue almost 1% due to the price elasticity of their products, as they sell products with inelastic demands. Consumers will continue buying their products because the price increase is not going to affect their decision when they buy the product, as they buy it due to its quality and not because of the price, as there are cheaper alternative products but they are not considered as high quality products. Furthermore, a 1 % increase in the price of a litre of milk, is a 1 cent increase, which represents a low percentage of the monthly income of the spanish population, which has an average of 2245€ in Spain.

In order to increase market share, prices can have a great impact in this percentage. This is because, the lower the price, the higher the number of sales. But Puleva don't compete with their prices, and they compete with the quality of their products. There is no point in reducing their prices in the market, and therefore this makes it more difficult for Puleva to increase their market share. In addition to this, a price increase will make it difficult for Puleva to increase their market share, and as mentioned in the previous objective, in order to increase revenue, a 1% increase in the prices will

take place. This action will not have a great negative effect in Puleva's market share, but other marketing factors should be considered in order to achieve the second objective and increase the market share.

### **Action 2: sponsor in 2021 Vila Real Club of Fútbol**

Objective to which it contributes: Objective 1, objective 2, objective 5

Implementación period: 12 months

Description: Because Puleva's products can be consumed by a large part of the population and as it is a basic food product, it must be promoted to reach the masses. Even so, it must be taken into account that although babies and children consume this product, whoever buys this product are their parents, therefore, we have to advertise this product in time slots and in places where people who can buy this product will be present.

Puleva has been collaborating with the Granada Club de Fútbol for 60 years, as one of its sponsors, appearing on its players' jerseys and on posters around the state. In this way they achieve great visibility, since thousands of people watch Granada matches every year. We currently have a contract with this club in 2020 but in 2021 in Puleva we want to be the sponsor of another club with more impact to achieve more visibility and reach a greater number of people, to remind the masses of the existence of Puleva products and this way increase the sales of Puleva. The club that we plan to sponsor in 2021 is Vila Real Club de Fútbol, because it is a national club, which is always among the top positions in the first league in Spain and this club is having a great last season and it has a very good projection in the next season.



### **Action 3: Sponsor Heretics**

Objective to which it contributes: Objective 1, objective 2, objective 5

Implementación period: 12 months

Description: Puleva is currently the official sponsor of an esports team called Artic Gaming, where it sponsors its PULEVA PURO CACAO product. Next year we are going to sponsor the eSports Heretics team, which is the gaming team with the most Hispanic recognition and the number six globally, therefore it will be able to reach a greater audience and more in this sector where every year there is more expectation and a greater audience.

The Heretics team is currently promoted by another company called BABYBEL which promotes a product of dairy origin that is its cheeses and has seen an increase in its sales since it is an official sponsor of Puleva.

Puleva will allocate € 500,000 to be the official sponsor of the eSports Heretics team.

### **Action 4: The quality of their products have to be maintained**

Objective to which it contributes: Objective 1, objective 4, objective 6

Implementación period: permanent

Description: The quality of their products have to be maintained, in order to compete with their quality against other competitors that also offer high quality products. In order to achieve this, they are not going to reduce investment in the quality department, in order to keep the quality controls and also use the same high quality primary resources used in the production of their milk products.

### **Action 5: produce a 20 seconds advertisement and launch the advertisement in Antena 3**

Objective to which it contributes: objective 2, objective 1, objective 5

Implementación period: 1 month

Description: In order to increase their market share, it's really important that the population knows about Puleva's products, and why they should buy their products instead of other alternatives. To achieve this we are going to communicate through television, and try to reach thousands of views all around the country. We are going to produce a 20 seconds advertisement and launch the advertisement in Antena 3 at the moment with a higher audience, which is at 20:30 and it is also the most expensive moment to advertise in this TV channel and we are going to emit the advertisement once every day during the whole year at 20:30. During the week at 20:30 Antena 3 is broadcasting a program called PASAPALABRA, which is a trend in recent years and is a program that can be considered a family program for all age groups. During the weekends at 20:30 Antena 3 is broadcasting films.

### **Action 6: Sell in vending machines**

Objective to which it contributes: objective 1, objective 2

Implementación period: permanent

Description: A way to be able to achieve an increase in market share is to increase distribution of their products. Currently they are already using an intensive distribution strategy and their products can be found in most food shops and supermarkets but this doesn't mean that their distribution can't increase as they can distribute their products in order locations, as for example in Vending Machines placed in streets with a high mobilisation of people, where people will have impulsive buying of Pulevas products as for example cold milk chocolate shakes.

### **Action 7: Post in Gordon Ramsey Instagram Account about our new products**

Objective to which it contributes: objective 3, objective 5, objective 1

Implementación period: permanent

Description: For social networks, we will use the famous Gordon Ramsey, one of the best chefs and the most media in the world, to upload a publication on his social networks about our new range of products, which will be seen by millions of users, since he currently has With more than 12 million followers on instagram and his publications usually have more than 2 million views on this social network, and also being recognized as a great chef and consumer and quality products, this will place our products at the top of the list. of the sector.

### **Action 8: Launch an advertising spot in Antena 3 about our new products**

Objective to which it contributes: objective 3, objective 1 and objective 2

Implementación period: 1 month

Description: For television advertising, a campaign will be launched with an advertising SPOT announcing the new line of products, targeting a wide audience since this type of product is consumed not only by people with lactose intolerance, but by many people. who take care of their eating habits and want to have a healthy lifestyle. Therefore, we will use the Antena 3 channel again to launch our advertising SPOT, but in a different time slot than the dairy product line so as not to saturate the audience, and it will be launched at a later time, since this type of products are more focused on adults and not children, since children do not usually have as much lactose intolerance as older people, and they also do not tend to take care of their diet as much. Therefore, by broadcasting later, despite finding less audience and fewer viewers, we are targeting more of the target segment, thus achieving more efficient and effective spending.

### **Action 9: Establish reasonable price for non dairy milk product**

Objective to which it contributes: objective 3, objective 2, objective 1

Implementación period: 12 months

Description: Price will have important psychological repercussions towards the consumer, as well as being a determining factor in the demand for the product. The objective when setting the price in the case of this new Puleva product line is to achieve a good position in the existing market, which already has numerous brands, some considered low prices and low quality and others considered to be premium with high quality products. Due to competition, we ruled out the option of setting margins, because we consider that the prices of our competitors play a relevant role in setting the sale price to the public. Therefore, the price we decide to adopt is a mix between the price based on the value perceived by the consumer and the price of our competitors. This profit margin is 15% as it is not in the lower and upper boundary.

Because we want to position ourselves as a high-end product, we are not going to set a price that can compete against the white line of products, since we want to be considered as superior to them, but we do not want to have a price higher than of our competitors already existing in the market because they already have a reputation and we do not have it since they are launching for the first time in the market and consumers have not tried our products.

### **Action 10: Offer 500 free litres of a product for every 10000 litres sold to a supermarket of the same product and free eye-catching Cow Puleva Statues until 2022**

Objective to which it contributes: objective 1 and 2

Implementación period: permanent

Description: Currently Puleva is distributing to a wide range of shops and supermarkets, and this should remain the same, because they use an intensive distribution. The reason is that they sell an interchangeable product, and if their product is not available in a specific location, a competitor product will be bought

instead. In addition to that, the profits are higher because customers can find their product in many different locations and therefore they have many opportunities to buy the product, at the same time creating product awareness as the consumers see the product on a regular basis and impulse buying can take place. In order to keep selling their products in most supermarkets in Spain and be well positioned in them, Puleva will offer good margins to the supermarkets and special discounts for bulk buying.

**Action 11: Distribute 10000 liters of free milk to families that have economic problems and are unable to buy food for their children (Social Corporate Responsibility)**

Objective to which it contributes: Objective 5 and objective 6

Implementación period: 12 months

Description: Puleva could make that the families that contribute with the brand, could take responsibilities on people, that haven't been able to afford some milk for their own families, could take the opportunity of satisfy the necessities of the customers, therefore, the company could take the originality of making his own brand used, to help people on what they deserve. This could make a change of view on how people see the company, moreover take responsibility for the risk of other people's health, which benefits the audience of the company after all.

Which will mean an increase in Social Corporate Companies that need help on this matter, that will recoll a better point of view on the company.

**Action 12: Give a free Loyalty card to all the customers that buy Puleva products in supermarkets and offer a free Puleva cup for every 10 bricks of 1 liter of milk bought by the customers**

Objective to which it contributes: Objective 6, objective 2, objective 4

Implementación period: 12 months

Description: This is a way to increase customer loyalty as Puleva is going to encourage customers to keep buying their products in order to obtain a free cup and this is an incentive to achieve repeat purchases. The cost is very low compared to

the economic benefits they obtain with the increase in customer loyalty. Furthermore, milk customers that buy other brands might change their minds and start buying Puleva products in order to obtain the free cup.

## 8. Timeline

After analyzing the marketing mix of the company and proposals, we will show the schedule of activities to be performed.

**Table 6: Actions timeline**

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: increase the price by 1% in all their current product line	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Action 2: sponsor in 2021 Vila Real Club de Fútbol	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Action 3: Sponsor Heretics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Action 4: The quality of their products have to be maintained	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Action 5: produce a 20 seconds advertisement and launch the advertisement in Antena 3		✓										
Action 6: Sell in vending machines			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Action 7: Post in Gordon Ramsi Instagram Account about our new products												
Action 8: Launch an advertising spot in Antena 3 about our new products												
Action 9: make a good pricing strategy for the new product line of no dairy milk products												
Action 10: Offer good promotions to supermarkets												
Action 11: Distribute 10000 liters of free milk to families that have economic problems and are unable to buy food for their children												
Action 12: Give a free Loyalty card to all the customers that buy Puleva products in supermarkets and offer a free Puleva cup for every 10 bricks of 1 liter of milk bought by the customers												

Source: Own elaboration

## 9. BUDGET

### **Action 1:**

No cost

### **Action 2:**

Currently the main sponsor of Villarreal Club de Fútbol is Pamesa Cerámica, which spends 3 million euros per season to be the official sponsor of Villarreal Club de Fútbol. Therefore, we want to invest 4 million euros per season to be the official sponsor of this club, and not only appear on t-shirts or on state posters, but also change the name of the stadium to Estadio Puleva.

### **Action 3:**

Puleva will allocate € 500,000 to be the official sponsor of the eSports Heretics team.

### **Action 4:**

No cost

### **Action 5:**

The cost of production and recording of an advertising SPOT of about 20 seconds including assembly, design, digital visual effects, music rights, allowances, etc. It is around € 500 for a standard SPOT not including the presence of a famous person. In our case, we will not have a celebrity to be part of the SPOT, to reduce the costs of creating the ad.

The cost of every 20 second advertisement in Antena 3 at 20:30 is 19000€ and as we are going to emit the advertisement once every day during the whole year at 20:30, the cost of this is going to be 6,840,000€ .

### **Action 6:**

No cost



**Action 7:**

The eccentric British chef, who became famous around the world for his culinary shows, leads an active life on social media. He has just over 5 million followers, whom Gordon delights with photos of his specialties. The celebrity chef charges for his commercials starting at USD 5,500 and they are dedicated to promoting various culinary products and services.

**Action 8:**

The cost of production and recording of an advertising SPOT of about 20 seconds including assembly, design, digital visual effects, music rights, allowances, etc. It is around € 500 for a standard SPOT not including the presence of a famous person. In our case, we will not have a celebrity to be part of the SPOT, to reduce the costs of creating the ad.

The cost of every 20 second advertisement in Antena 3 at 22:00 is 11600€ and as we are going to emit the advertisement once every day during the whole year at 22:00, the cost of this is going to be 4,176,000€ .

**Action 9:**

No cost

**Action 10:**

The average cost of producing 1 liter of milk is 0.50cents per liter, therefore if we give 500 free liters of milk for every 10000 liters sold to supermarkets, the cost of this action will be 250€ for each 10000 liters of milk sold to supermarkets.

In addition to this, in order to distribute an eye-catching Puleva Figure to every supermarket in Spain, taking into account that the average cost of the Figure is 200€ and that there are around 20000 supermarkets in Spain, the cost of this will be 4000000€.

**Action 11:**

The average cost of producing 1 liter of milk is 0.50cents per liter, therefore if we give 10000 free liters of milk, the total cost will be 5000€.

**Action 12:**

Due to the fact that Puleva is going to buy a huge quantity of cups, the unit cost is 0,25€.

**Table 7: Action's Budget**

<b>Actions</b>	<b>¿Who does the action?</b>	<b>Budget</b>
Action 1: increase the price by 1% in all their current product line	Own development	Free
Action 2: sponsor in 2021 Vila Real Club de Fútbol	Own development with Vila Real Club de Fútbol collaboration and mutual agreements	4 million€
Action 3: Sponsor Heretics	Own development with heretics collaboration and mutual agreements	½ million€
Action 4: The quality of their products have to be maintained	Own development	No change as the same quality controls will be taken in the company
Action 5: produce a 20 seconds advertisement and launch the advertisement in Antena 3	Spot producer company development	500€ + 6,840,000€
Action 6: Sell in vending machines	Own development	Free
Action 7: Post in Gordon Ramsey Instagram Account about our new products	Own development with Gordon Ramsi's collaboration and mutual agreements	4,554.25€

Action 8: Launch an advertising spot in Antena 3 about our new products	Spot producer company development	500€ + 4,176,000€
Action 9: make a good pricing strategy for the new product line of no dairy milk products	Own development	Free
Action 10: Offer good promotions to supermarkets	Own development	250€ of milk for every 10000 liters sold to supermarkets 200€ for each statue placed in a supermarket located in Spain (20000 supermarkets in Spain)
Action 11: Distribute 10000 liters of free milk to families that have economic problems and are unable to buy food for their children.	Own development with the collaboration of various NGO	5000€

Action 12: Give a free Loyalty card to all the customers that buy Puleva products in supermarkets and offer a free Puleva cup for every 10 bricks of 1 liter of milk bought by the customers	Own development	0,25€ for every 10 1L-bricks sold
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Source: Own elaboration

**Fixed costs:** 4 million € + ½ million € + 500€ + 6,840,000€ + 4,554.25€ + 500€ + 4,176,000€ + 5000€ + (200€ x 20,000) = 19,526,554.25€

**Variable costs** for each 10,000 liters of milk sold: 250€ + (0,25€ x 1000) = 500€

**Total Budget** (taking into account they sell around 1,000,000,000 liters per year:  
(500€ x 10,000) + 19,526,554.25€ = 24,526,554.25€

# 10. CONTROL

Puleva is a very large company, which needs different control processes in different parts of the company. The control will be applied on the actions proposed to carry out the established objectives and these are:

**Table 8: Control method for each objective**

Objectives	Measuring frequency	Control method
Increase the company revenue by 1,85% in 2022.	Quarterly	Review the annual sales value and compare it with the result of sales from the previous year.
Increase of the national market share to 4% of the turnover by 2022.	Biannual	Review the number of sales of Puleva and its competitors and compare it with the previous year and if it is getting closer to the 4% market share they are aiming at
Open to new markets (increase 10% of the product line by 2022)	Four-monthly	Review the number of monthly new product releases and investment in R&D in new products and see if there is an increase in the product line every four months.

Getting over 95% of satisfied customers in the next 12 months.	Bi-monthly	Measuring the number of complaints and the valorization of the customers in questionnaires sent by email.
Increase social media interactions with customers over the next 12 months	Four-monthly	Comparing previous interactions in their social media as for example the number of followers, likes, messages, etc.. with the latest interactions.
Increase customer loyalty	Biannual	Measure and compare how loyal customers are through repeat purchases in supermarkets.

Source: Own elaboration

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